

Chairman Wicker, Ranking Member Reed, distinguished members of the committee, I'm honored by the opportunity to appear here today.

I thank the President for his trust in my ability to return to public service by nominating me for this position.

I'm grateful for the love and support of my family over our many years. My wife Christine is a West Point graduate and former Army officer who raised our three boys almost singlehandedly because of my overseas commitments. Our sons Alex, Chris and Jon were unwittingly pressed into service as Army kids, moving schools and dealing with the regular absence of a dad.

Over the course of 27 years of active duty, I've led soldiers, sailors, airmen, marines and civilians at multiple levels. It is the greatest professional privilege one can experience.

During this time, I managed large budgets and workforces, spent extensive time coordinating between government agencies, and led multinational efforts requiring diplomacy, collaboration and complex negotiations.

My subsequent experience in industry was crucial to my understanding of the defense industrial base, the challenges of the military acquisition process, and the widening time gap between the commercial innovation cycle and the military's adoption of emerging technology.

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I believe the Undersecretary, as the Chief Management Officer, should be focused on the business of our Army – installations, budget, acquisitions, and manpower. These areas are direct contributors to key priorities of our Army: readiness, transformation and resource management.

These priorities are critical to national security because in a time of crisis – from large scale combat operations to disaster relief, our Army is the machine to which the nation turns. It is the only arm of government to address problems *at scale*; the final backstop of organization, material and human expertise to manage natural disasters, pandemics, civil infrastructure, and most importantly, fight and win on the ground.

To complete these tasks, the Army must rapidly evolve to meet today's challenges – while simultaneously shaping capabilities against tomorrow's threats - and do so deliberately instead of in response to the actions of external forces. A transformed Army will be better equipped to defend the homeland and maintain its criticality to the Joint Force by aligning with the emerging needs of our combatant commanders.

If confirmed, as Undersecretary I commit to focusing on today's readiness, transformation for tomorrow and disciplined resource management – all in order to ensure our Soldiers never have to experience a fair fight.

Thank you and I look forward to your questions.